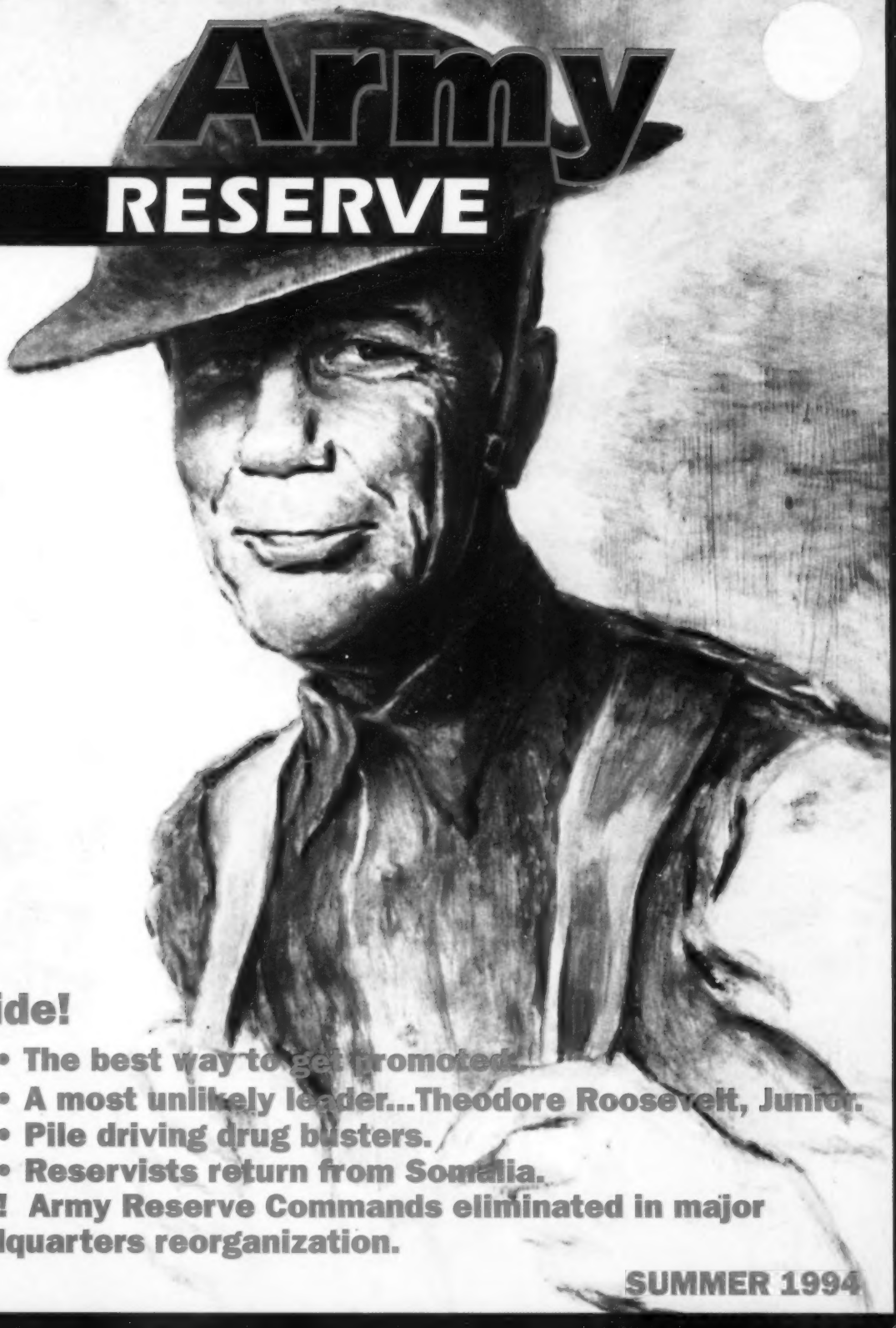
Army RESERVE



Inside!

- The best way to get promoted.
- A most unlikely leader...Theodore Roosevelt, Junior.
- Pile driving drug busters.
- Reservists return from Somalia.

Plus! Army Reserve Commands eliminated in major headquarters reorganization.

SUMMER 1994

Hawaiian Holiday

JUNIOR ROTC CADETS from the state of Hawaii train hard during a weekend Field Training Exercise. The Hawaiian JROTC program, led by Lt.Col. Don Barrell, is one of the largest in the nation. Photos by Dean Sensui.

FUN. FUN. FUN. Through muck and mess, Jamie Donoho crawls through a muddy trench, gets up and encourages her teammates to do the same.

A VERY, VERY, VERY, VERY BAD HAIR DAY. Cadets Caleb Milliken and Jamie Donoho check Kim Pardee's pony tail for, um, almost everything, following a Junior ROTC obstacle course in Hawaii.

Army Reserve magazine's
40th Anniversary Year!

Army Reserve
Magazine

Since 1954. America's largest circulating military magazine.

Volume 40, Number 2 **Summer 1994**

WITH NO THOUGHT OF HOLDING BACK, Kim Pardee (left) works her way through an obstacle as part of the day's JROTC training.

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Front cover oil painting by Joseph Cummings Chase. *The World War I painting of Lt.Col. Theodore Roosevelt, Jr. is part of the art collection at the U.S. Army Center for Military History in Washington, D.C.* ***Back cover photo by Patrick Callahan.*** *Spec. Eli Martin, 478th Engineer Bn., Fort Thomas, Ky. secures a roll of sheet metal to an automatic building machine during an exercise in St. Kitts, West Indies.*

MAJOR GENERAL MAX BARATZ
CHIEF, UNITED STATES ARMY RESERVE

JOSEPH HANLEY
CHIEF, PUBLIC AFFAIRS

"The Secretary of Defense shall require the complete and current dissemination to all Reserves and the Public, of information of interest to the Reserve Components."
Section 278, Title 10, U.S. Code

Army Reserve Magazine

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From the Chief, Army Reserve

Creating the future Reserve

I consider my appointment as Chief, Army Reserve and Commanding General, U.S. Army Reserve Command, to be a great honor and unique professional challenge.

In this, my first direct communication to the Army Reserve magazine audience, I would like to outline my vision for the Army Reserve in the coming years. Of course, you are very aware that change has become a part of the Army Reserve landscape. In fiscal year 1994, we took 20,000 soldiers out of the Army Reserve structure; in FY 1995, we project a loss of 18,000 soldiers and in FY 1996, a loss of 12,000.

Maj. Gen. Max Baratz

These reductions will bring us to our target strength of 230,000 soldiers, but we are also faced with the task of making additional reductions over the next several years to meet a 208,000 end-strength target. These figures came as a result of the 1993 off-site agreement between leaders of the Army Reserve, Active Army, and Army National Guard.

The agreement, which adjusted end strengths for both the Guard and Reserve, also includes a "swap" of units and spaces between the Army Reserve and the Guard.

The swap, or transfer of specialities between the Guard and Reserve, will give us the additional combat service support spaces we need. At the same time, the transfer will straighten out the roles and missions of the Army Reserve and the Army National Guard. The Guard will be better equipped to assume its primary mission of providing reinforcement to the active Army's combat units, and the Army Reserve will be at a higher state of readiness and will provide most of the Contingency Force Pool units.

Reflecting on the future of the Army Reserve, I admit we have many challenges, but there are also many opportunities. Our future looks very strong. We are downsizing and reconfiguring the force, but we do this to bring our force in line with our resources and the needs of the Army over the next 20 to 25 years.

These initiatives have not been accomplished without substantial pain, and nobody likes to lose one Army Reserve soldier. I'm well aware that every single soldier is an absolute volunteer who joined the Army Reserve to stay and serve. Unfortunately, when we are caught up in downsizing the force from a high point of 319,000 to 208,000, we have no choice but to let go many good soldiers. Fortunately, Congress has provided the authority to offer transition benefits to many soldiers who involuntarily leave the Selected Reserve.

I want you to know that I appreciate what you have given to the Army Reserve in the past and I especially appreciate what you are doing during this most difficult transition period. You showed your value as a citizen-soldier force during Operation Desert Shield and Desert Storm.

Now you have three missions: increase combat support and combat service support to America's Army; provide a platform for moving the force out of the country and into a theater of operations; and increase the Army's training base and your training alongside the active component.

The future of the United States Army Reserve is bright, and we are a solid part of America's Army. I look forward to my service with you during this time of both challenge and opportunity. ★

New shape of Army Reserve supports new missions

Reorganization plan eliminates ARCOMs and reduces command and control "overhead"

THE ARMY RESERVE HAS ANNOUNCED A plan to reorganize its continental United States headquarters structure to enhance its ability to support domestic missions and improve its readiness to go to war.

The plan eliminates the present U.S.-based regional headquarters called Army Reserve Commands (ARCOMs). In their place, it creates 10 Regional Support Commands (RSCs) who report directly to the U.S. Army Reserve Command in Atlanta, Ga. and three Regional Support Groups who will report to the RSCs. Troop program units will not be affected, nor will ARCOMs in Hawaii, Puerto Rico and Germany.

"We're transforming into a new Army Reserve, not a smaller version of the cold war force," said Maj. Gen. Max Baratz, Chief, United States Army Reserve.

The Army Reserve provides early deploying combat support and combat service support units to the Contingency Force Pool—the power projection force ready to deploy to regional crisis spots around the world. The proposed structure will also permit the Army Reserve to provide more efficient military support to civilian authorities and federal agencies in support of domestic support missions. The Regional Support Command boundaries correspond with Standard Federal Region (SFR) boundaries used by all federal agencies, including FEMA, the Federal Emergency Management Agency.

The ten current Army Reserve Commands reorganized into ten Regional Support Commands will be the 63rd, 77th, 88th, 89th, 94th, 96th, 99th, 121st, 122nd and the 124th. They will convert to their new structure and missions in their present location.

The ARCOMs scheduled to become Reserve Support Groups (RSG), subordinate to the RSCs, are the 90th, 120th and the 123rd. They will also remain in their present locations.

The ARCOMs scheduled for inactivation include the 79th, 81st, 83rd, 86th, 97th, 102nd and the 125th.

The reorganization will eliminate approximately 2,000 drilling Reservist positions and reorganize the remaining 3,000 positions into a new structure with new missions. Although transition and placement programs are in place, a number

Proposed Regional Support Commands/Groups

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able to use them because he or she already had a baccalaureate degree – that soldier now can get educational benefits for work on a graduate degree," said Sgt. Maj. Michael Francisco, incentives program manager. "However, the clock has been ticking on those benefits since 1985, so even though the soldier is just now eligible to access them, the benefits will expire in July 1995."

Soldiers with a bachelor's degree who have never before participated in the Montgomery GI Bill (MGIB) program and who have signed a six-year service agreement before Sept. 30, 1990 will be issued a notice of basic eligibility with an effective date of Nov. 30, 1993, with the 10-year eligibility window beginning on that date.

Overall MGIB benefit levels and timeframes have not changed. Reservists still receive 36 months of benefits and have 10 years to use those benefits from the date of the basic eligibility. However, when a Reserve soldier uses benefits for more than one Veterans Affairs education program, such as taking vocational technical courses, the entitlement is extended to 48 months.

The monthly benefit for full-time study is $190 per month; three-quarters time is $143; and half time is $95. The VA determines the level of study according to each school's certification.

For information, TPU soldiers should contact their education services officer. IMA soldiers should contact ARPERCEN's Incentive Administration Center at (800) 453-0201. AGR soldiers may contact the Fulltime Support Management Center at (314) 263-9541 for enlisted and (314) 263-9513 for officers. ★

LODGING

One telephone call books all

Room reservations can be made anywhere in the world

TRAVELERS CAN MAKE ROOM RESERVations at almost any Army installation in the world by calling (800) GO-ARMY-1.

The new service will connect U.S. callers to a central reservations center which can book rooms and provide information to the traveler.

"Until now, the Army ran one of the largest lodging operations in the world without a centralized reservations center," said Cashes Mattox of the Army housing division. "To book rooms, travelers had to find the lodging office phone number and call each installation they were traveling to. With this new service, a traveler can take care of all reservations with a single call. It will permit them to make room reservations on Army installations quickly and easily."

The service is available to everyone authorized to stay in Army lodging, including service members and their families traveling for recreation or personal business; civilian and military personnel on temporary duty; and retirees and their families.

Travelers can book rooms in visiting officers' and enlisted quarters and guest houses. The central reservation center can also provide callers with information such as room rates, directions, and available services. ★

TRAINING

Warrant officer schools consolidate

Fort McCoy school moves to Fort Rucker

WARRANT OFFICER CANDIDATE TRAINing sites for the active and reserve components will consolidate at Fort Rucker, Ala.

The reserve component warrant officer candidate school at the Army Reserve Readiness Training Center in Fort McCoy, Wis. will terminate in September, 1994, but will begin at Fort Rucker in October.

The RC course will continue to be conducted in two two-week phases. The consolidation of training will centralize all accessions of warrants into the Army. ★

People

'Til we meet again. In Somalia?

The U.S. Army can seem like a small place at times, and one of those times happened in Mogadishu, Somalia.

Maj. Randy Pullen and **Capt. Nick Hamilton** both went to Bloomfield High School in Bloomfield, Ind. They both joined the Army Reserve, but neither had seen each other for 20 years.

Pullen, an AGR public affairs staff officer with Fifth Army, was in Somalia escorting a CBS news team on a news story. The news crew was accompanying a Civil Affairs team on one of its missions.

"You're from Bloomfield, aren't you?" asked one soldier.

"Yes, but how could you possibly know that?" answered Pullen.

"I'm from Bloomfield, too," said Hamilton, a member of the 450th Civil Affairs Bn. (Airborne), Riverdale, Md. It had taken Hamilton all day to remember Pullen's name and face, but recognition had finally dawned.

"I was never so surprised to see anybody as I was when I saw you," Hamilton admitted. The two homeboys proceeded to catch each other up on people they knew back in Indiana and what each had done since high school.

They continued to work together until Pullen returned to the United States in late January.

Happy trails meet in Somalia.

Duty, honor and responsibility.

"The most important leadership quality a future officer should seek is responsibility," said **SFC Roger J. Rickert** of the 84th Division (Training) in Milwaukee.

This year Rickert, along with 37 other members of the 84th, taught, map reading and troop leading procedures at the U. S. Military Academy at West Point.

Rickert joined the Army in 1963 when the war in Vietnam was beginning to escalate. He lost three platoon leaders during his first tour of duty.

Rickert teaches West Pointers about leadership.

"My platoon leader did something really stupid," said Rickert. "He got up after firing a shot instead of rolling over and then getting up. The enemy knew where to shoot because he had just fired his weapon."

Rickert served two tours of duty in Vietnam. Based on his experience he told his class of wide-eyed plebes that they are expected to be responsible for their platoons. "You'll have 20 or more young privates and it's your responsiblity to bring those soldiers back safely," Rickert said.

Lt. Gen. Howard D. Graves, academy superintendent, presented Rickert with a coin. "Anyone that prepares a class like Sgt. Rickert deserves a USMA coin with 'Duty, Honor, Country' on it," said Graves.

"It seems so fitting," Rickert said, "that as my military career winds down I am blessed with the opportunity to teach a future Schwarzkopf or Powell about taking responsibility for their troops."

Reservists prevent a rape

On their way to drill on a Sunday morning, two members of the 477th Medical Company came to the rescue of a woman about to be attacked by a man with a knife.

SFC Chris Kucera and his son **Spec. Todd Kucera** saw a woman in the street crying and waving frantically for help. "She looked terrified," said Chris, a civilian detective sergeant with the Duluth, Minn. police department. The woman said the man had a mask and a large butcher knife.

SFC Kucera and son captures attacker.

Dressed in BDUs, the two soldiers jogged through a wooded area near a Coast Guard station and spotted the suspect crouched down by a boat.

Identifying himself as a police officer, Chris arrested the suspect, and the two marched him back to the car where on-duty officers took the suspect into custody.

People

Jumping from Vietnam to Georgia...

In 1967, while assigned to the 406th Radio Research Detachment in Phan Rang, Vietnam, **MSgt. Clyde "Bud" E. Leonard**, then a Spec. 4, had the unique opportunity to attend U.S. Army jump school in the middle of a Vietnamese war zone.

"The rumor-mill had it that they were planning a combat jump and they were trying to get everybody airborne qualified," Leonard said. "When the letter came down asking if anybody wanted to go, me and one other guy from our detachment were the only ones who joined."

Approximately 25-30 soldiers from the division volunteered for the two-week school in Phan Rang. The latter part of the second week was devoted to jumping from a bullet-ridden C-130 aircraft.

Veteran jumper Leonard.

Twenty-three years later Leonard found himself on jump status again as the NCOIC of training for Co. A, 337th Military Intelligence Bn. (Tactical Exploitation) (Airborne), in Atlanta, Ga. He'll mark his 50th birthday this year, but as the oldest NCO on jump status in his battalion, Leonard has no intention of quitting.

"I've got to make at least one jump after I'm 50," he laughed. "I don't know, I guess I'll stop jumping when I don't feel like I can physically do it anymore." But he quickly added, "I haven't really reached that point yet."

Brother's death begins a lifetime of service

Col. Gerald Weaver was deeply affected by the death of his younger brother, killed in action in Korea in 1953.

"If it hadn't been for going to Korea and the death of my brother there, I'd never have had the determination to go to medical school," said Weaver, a surgeon with the 396th Combat Support Hospital, Vancouver Barracks, Wash. "War changes everyone."

Gene Weaver (right) and brother Gerald in Korea.

Weaver, now 65, earned the Combat Infantryman's Badge in Korea and many other decorations in Vietnam and Desert Storm.

"I served with the 7th Infantry. Our regiment was on line in front of Pork Chop and Old Baldy," said Weaver. His brother **Sgt. Gene Weaver** served with the 3rd Infantry.

"I got to see him one time while I was in Korea – in April 1953," said Weaver. "The company commander gave me a three-day pass to go see him." His brother was killed in action that June.

"I felt that if a surgeon had been there when my brother got hit, he could have stopped the hemorrhaging," he said. "I hoped to help prevent someone else from dying."

Weaver did. Many times. He served a 12-month tour at the 24th Evacuation Hospital at Long Binh, Vietnam and six months at the 367th Evacuation Hospital in Wurzberg, Germany during Desert Storm.

Soldiers named IMAs of Year

The U.S. Army Reserve Personnel Center recently named **Lt. Col. Robert Condon** from U.S. Army Central Command and **Sgt. Maj. Helen Born** of Health Services Command as IMA (Individual Mobilization Augmentee) Soldiers of the Year for 1993.

Condon served as an operations officer in Kuwait and Somalia.

Born earned the Army-wide recognition for her innovative hospital training program.

Born and Condon awarded Army Commendation Medals as IMAs of the Year.

The IMA Soldier of the Year selection was initiated to recognize exceptional soldiers in the IMA program. All IMA officer and enlisted soldiers are eligible for nomination, except for colonels assigned to general officer positions.

Candidates are evaluated on duty performance, leadership potential, dedication to mission accomplishment, integrity, high moral standards, military bearing and appearance.

THEODORE ROOSEVELT JUNIOR

A Most Unlikely Leader

By Lt.Col. Arthur E. House

When the first assault wave of American troops hit Utah Beach on D-Day, June 6, 1944, out from one of the first landing craft ashore hobbled its unlikely leader. He was a fifty-six year old Army Reserve officer who looked every day his age. He was arthritic, stooped, needed a cane to get around, and had just recovered from a severe bout of pneumonia. To top it all, he had a bad heart.

The Normandy invasion was probably the last place that Brig. Gen. Theodore Roosevelt, Jr. belonged. And though he was the first general officer ashore, he had very nearly not been permitted to go at all.

Roosevelt—a combat veteran of World War I and the invasion of Sicily in 1943—had wanted desperately to go, and had repeatedly requested to do so. But his boss, Maj. Gen. Raymond Barton, commanding the 4th Infantry Division, had twice turned him down.

"It will steady the boys to know that I am with them," Roosevelt had pleaded. Barton, knowing assistant division commander Roosevelt's coolness under fire, finally relented, but soon regretted the decision. Taking leave of Roosevelt in England on the eve of the invasion, Barton later recalled, "When I said 'goodbye' to Ted . . . I never expected to see him alive again."

Before the morning was over, Roosevelt had done far more than just steady the boys. Wandering the beach with his walking stick in one hand and a map in the other, he shrugged off as minor annoyances enemy small arms fire, nearby mortar bursts and exploding shells. Meanwhile, he placed troops, marked avenues of advance, and helped evacuate wounded among his "boys."

Roosevelt as World War I "doughboy."

He also made a key call that the other leaders, still afloat, were in no position to make. Discovering that the landing craft had placed the first wave some distance east of where it was supposed to be, he was faced with a tough choice: land the rest of the force where their buddies had already gone in, or some 1,500 yards west, where the plan said they were to go. Satisfied that the attackers were better off where they were, he directed that follow-on forces should be landed in the same spot.

"We'll start the war from right here," he said, a decision that later was credited in saving many lives. For his actions on Utah Beach, Roosevelt was awarded the Congressional Medal of Honor.

The citation read: "His valor, courage, and presence in the very front of the attack and his complete unconcern at being under fire inspired the troops to heights of enthusiasm and self-sacrifice."

Through fighting service in both world

wars, Roosevelt received every combat decoration available to a U.S. ground soldier. His Medal of Honor was awarded posthumously; Roosevelt died in Normandy of a heart attack on July 12, 1944, less than six weeks after the invasion. He never knew that on that day he'd been selected to command the 90th Infantry Division.

General Roosevelt, son of President Theodore Roosevelt and Edith Carow Roosevelt, was born Sept. 13, 1887, at Sagamore Hill, the family home at Oyster Bay, Long Island, N.Y. He was educated at Harvard University.

While still in his twenties, Roosevelt was a founder of the Plattsburg movement, a voluntary military training program for civilians that later served as a commissioning program for Army Reserve officers during and after World War I.

Called to active duty during World War I, Roosevelt commanded a battalion of the 26th Infantry Regiment and later commanded the regiment. During the "War to End All Wars," he was wounded twice and decorated five times. He was promoted to colonel before leaving active duty in 1919. Later that year, he became a founder of the American Legion.

His civilian career was in banking, politics, philanthropy, and finally, publishing. Many contemporaries expected him to follow in the footsteps of his father, all the way to the White House. He held significant offices in the Harding, Coolidge, and Hoover administrations, but high elected office eluded him. One observer said that the elder Roosevelt was a natural politician who played at being a soldier, while the younger Ted was a natural soldier who played at being a politician.

In civilian life he was an active and enthusiastic supporter of many groups, including the American Legion, the Boy Scouts of America and the National Association for the Advancement of Colored People.

Roosevelt remained active as a Reserve officer and trained regularly during the 1920s and 1930s. Returning to active duty in April, 1941, he rose to the rank of brigadier general and served as the deputy commander of the 4th Infantry Division on D-Day.

No less an authority than General of the Army Omar Bradley wrote of him years later: "I have never known a braver man, nor a more devoted soldier."

In 1994, the 50th anniversary of his D-day service and death, the Office of the Chief, Army Reserve created its highest award for service to the Army Reserve, and named it in his honor: The Brig. Gen. Theodore Roosevelt, Jr., Memorial Award. The first presentation of the Roosevelt Award is scheduled to be made at the Roosevelt family home, Sagamore Hill, in the fall.

[Editor's Note: During the years of General Roosevelt's Army Reserve service he was a member of what was then termed the "Organized Reserves," whose members were a part of either the "The Officer Reserve Corps" or "The Enlisted Reserve Corps." In this article we've used today's term: "Army Reserve."] ★

General Roosevelt in Normandy the day before his death.

Return fro

Soldiers served as journalists, televisi
negotiators, security advisors, intelli

Story and photo by Maj. Randy Pullen

There are people who had to take time off from work to come to Somalia. They are members of the reserve components of the Army, Navy, Air Force and Marine Corps, and they all volunteered to come to Somalia.

Variety is a good way to describe what Army Reservists in Somalia have been doing. Citizen soldiers in Somalia have been journalists, television producers, travel coordinators, labor negotiators, security advisors, intelligence collectors, and experts on wells. They've been all these and more, but no matter what role they've performed, they've been combat soldiers; living and working in a strange, uncertain land which can and does turn hostile without warning. And they all asked to come here.

One of these volunteers is Lt. Col. John Scharfeld, head of the Joint Visitors Bureau. Together with Air Force Reserve Capt. Steve Burton, this team of reservists has coordinated visits to Somalia for a variety of dignitaries, including Chairman of the Joint Chiefs of Staff Gen. John Shalikashvili, Senators John Warner of Virginia and Carl Levin of Michigan, and country-and-western singer Larry Gatlin.

Gatlin's visit was quite a morale booster for the troops in Somalia. Another big morale boost was the Army-Navy football game. It was televised to the troops in Somalia and Capt. Gene Allen, an Army Reserve individual mobilization augmentee with Central Command, added to the fun. He filmed "Go Army! Beat Navy!" video clips that starred troops of U.S. Forces Somalia. Two of his clips were televised during the game.

Not all confrontations between U.S. troops and Somalis in Modadishu were hostile, as evidenced by this one between SFC Dennis McTighe of the 414th Civil Affairs Battalion and a Somali boy. The meeting took place as part of one of the Reservist's daily missions.

The largest group of reservists in Somalia also contributes to the morale of U.S. Forces Somalia. What they do helps keep troops alive, which is a great morale boost. They are the soldiers of the Army Reserve's 352nd Civil Affairs Command, headquartered in Riverdale, Md.

Planning for the use of Army Reserve Civil Affairs personnel in Somalia started well before Operation Restore Hope began in December, 1992, said Col. Michael W. Deegan, chief of the civil affairs operations planning team for Somalia.

"I was called down to Central Command in August, 1992, to start looking at planning relief operations in Somalia," Deegan said. "By November, things really heated up in our planning when the NGOs (non-governmental organizations) said they weren't able to distribute food in Somalia. It was exciting to be a Reservist and to be in on the initial planning for Restore Hope."

The initial plan to use Army Reserve civil

"Reservists in Somalia are combat soldiers...working in a

m Somalia

producers, travel coordinators, labor nce collectors, and experts on wells.

affairs personnel was not exercised. Active soldiers from the 96th Civil Affairs Bn. supported Restore Hope forces at first.

The situation changed in June, 1993, when a large number of Pakistani soldiers were killed in an ambush. Deegan received notice from ARCENT (the Army component of Central Command) that USAR civil affairs soldiers were going to be needed.

Volunteers were solicited from the 352nd Civil Affairs Command. Beginning in October, the reservists started swapping out with their active counterparts. They would first work alongside the active soldiers, then the active soldiers would return to Fort Bragg and the civil affairs mission would belong almost exclusively to the Army Reserve. (By the middle of December, of more than fifteen civil affairs soldiers operating with U.S. Forces Somalia, only one was active component.)

"The mission of civil affairs in Somalia is to be a force multiplier," Deegan said. "By interfacing with the locals, civil affairs can minimize interference with the security mission of U.S. forces in Somalia."

A prime example of how civil affairs serves as a force multiplier was illustrated by an operation that did not happen. U.S. convoys near one of the bases kept receiving sniper fire from a Mogadishu neighborhood. Although no one had been injured by the fire, it was definitely dangerous. A cordon and search operation to eliminate the sniper was planned. Such an operation could very likely draw in other Somalis and escalate into serious fighting.

Before the operation began, a civil affairs team went into the neighborhood in a last attempt to resolve the problem. The team convinced the local elders to turn the sniper, a lone malcontent, over to them without violence; no cordon and search, no fighting, no casualties.

Trying to resolve problems with words instead of bullets is but one way civil affairs personnel fulfill their force multiplier mission. Sometimes they find themselves stepping into unusual roles to accomplish that mission.

The civil affairs team at Hunter Base, Capt. Shannon Kennedy and SSgt. Tony DeFoster, both from the 403rd Civil Affairs Bn., Mattydale, N.Y., became involved in labor negotiations with Somalis who were clamoring for jobs at the base. Sometimes the clamoring turned violent.

In order to settle the job dispute, Kennedy and DeFoster sought out local elders of some 60 clans and sub-clans. Working with them, they made up a list of hirees. Then, whenever there was a need for a Somali laborer, the hiring agent came to the civil affairs team, who then talked with the clan leaders who consulted the list.

"It was just like a chain of command," said DeFoster. "It worked beautifully. Not a round has come over the wall of Hunter Base since we started this."

Like all the civil affairs soldiers, DeFoster wears many hats. On another mission, he took off his labor negotiator hat and became an expert on wells, explaining to a local elder what needed to be done to make the well water drinkable again. Finishing that, he put on another hat, a Kevlar helmet, and assessed the security needs of a site being considered for a Medical Civil Affairs Program (MEDCAP).

Being a master of many trades is normal routine for the soldiers of Civil Affairs.

"You've got to be able to think on your feet and be something of a Renaissance man," said DeFoster's partner, Kennedy.

The high demands attract dedicated soldiers. SSgt. Andy Johnson, a science teacher from Pennsylvania, drives 140 miles to his reserve center in order to serve in the 450th Civil Affairs Battalion in Riverdale, Md. His most memorable experience in Somalia — besides making a parachute jump with some Italian soldiers — came when he captured two Somalis carrying rocket propelled grenades. He thought the civil affairs mission in Somalia was a good one.

"I've been deployed before where civil affairs wasn't utilized properly," Johnson said. "Here, we were used the way we were supposed to be used."

Capt. Kent Hamilton, team chief, found that serving in Somalia gave him a new appreciation for being an American.

"In Somalia, people struggle for the basic needs of life," Hamilton said. "In America, we accept the basics as givens and struggle for luxuries. This has been an enlightening experience."

And just like they did in Operation Desert Shield/Desert Storm, reservists in Somalia are part of America's Army, supporting America's Army mission. ★

range, uncertain land that turns hostile without warning."

Focus on Mobilization

Exercise Optimal Focus tests mobilization readiness of Army Reserve units nationwide.

By SFC Marty Martin

Over 3000 soldiers nationwide received a call last February and were told to report to their units for mobilization. A part of Optimal Focus '94, the soldiers were being tested by a limited notice exercise to determine their Army Reserve unit's mobilization capabilities.

Once at their units, they prepare for active duty as if they were being mobilized by the President of the United States in response to a national emergency—doing everything necessary except leaving town.

Soldiers process paperwork, update personnel records, issue equipment, inventory equipment and load up vehicles to "go to war." Active Army evaluators observe each step of the "mobilization" process."

Although the situation is treated like the "real thing," no soldiers are placed on active duty. Optimal Focus is conducted on normal IDT, or inactive duty training time, the same status as a monthly drill.

"The biggest thing in our favor for this kind of exercise is the plan we work from in our standard operating procedures," said Lt. Col. Patrick Paske, commander of the 387th Replacement Battalion in Wichita, Kans.

Last summer his unit participated in Call Forward '93, an exercise sending Reserve units, soldiers and their equipment to mobilization stations (active Army posts from which they would "go to war") to test installation plans for the call-up.

"With Call Forward and Optimal Focus we exercise our unit's plan and see how well it works," Paske says. "The exercise allows us to refine our plans."

Optimal Focus '94 is conducted by the Army to test these mobilization procedures, officials say, and is not connected with any real-world situation.

Lyla Walker is the supervisory staff administrator for the 387th — the senior civilian who manages the unit on a day-to-day basis between monthly drills. She watches the activity and stands by ready to help if needed.

"The soldiers actually make this thing work," she says. "We have a young man here who hasn't been to basic training yet," Walker says. "He's pitched in and done everything he can for his sergeant. He's proud of what he's doing...we have a lot of of them like that."

Pvt. 1 Anthony Lees is the 17-year-old soldier Walker speaks of. He's one of the 387th's newest recruits, scheduled for basic training and advanced individual training as traffic management specialist this summer.

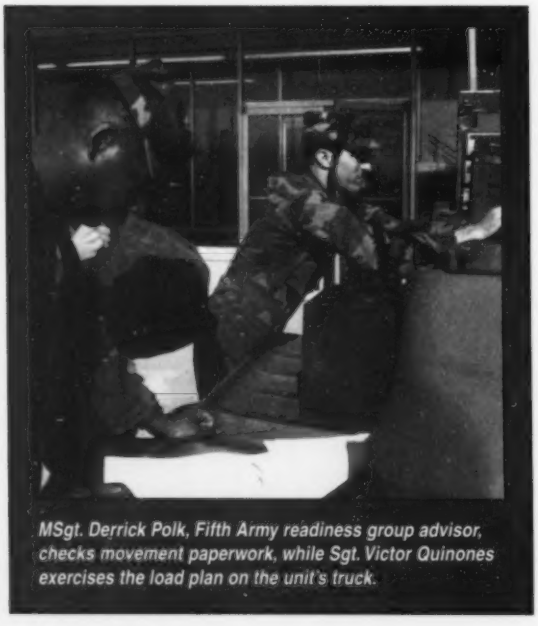
Lees enlisted in the Army Reserve in November. Although his experience with the military is limited, he is called to report to the unit with other 387th soldiers.

"I was kind of surprised, I really didn't expect it," Lees says. "I didn't really know what to do because at first I thought that it was the real thing. I couldn't help but think for a minute why was I being mobilized when I hadn't even been to basic training yet.

"When they told me it was an exercise," he says, "it got through, but I was still a little surprised."

Lees says the call for Optimal Focus '94 caught his parents off-balance.

"They were surprised, too. My mom has always been a little uneasy about my join-



MSgt. Derrick Polk, Fifth Army readiness group advisor, checks movement paperwork, while Sgt. Victor Quinones exercises the load plan on the unit's truck.

So new he's still waitin Lees updates driver's li mobilization exercise.

r a uniform, Pvt. Anthony se records during the

ing, and she was really surprised that they wanted me to go in Friday night," Lees says. "My dad thought it was a good idea. He thinks we should always be ready."

The call for mobilization, although only for a simulated one, stresses parents, wives and children at home when schedules are reshuffled and arranged around a citizen soldier's call. It can also strain employer-employee relationships on the job.

The notification of unit members Feb. 1 to report for the exercise four nights later gave employers time to deal with the absence of their employees. The reservists had time to assist the bosses in lessening the impact of their absence.

Paske feels keeping the employer "in the loop" even for occasional exercises makes for a better soldier and unit.

"We have a good relationship with our soldier's employers. We have good employer support," Paske says. "We have to keep that soldier-employer relationship positive. We were able to accommodate all of our soldiers and their employers in such a way that they were both happy with the way it worked out.

"That's a very real concern on a short notice exercise. We want to be very careful that we don't disturb the balance of Army Reserve duty and civilian job. That's one of the premier problems with a quick shift exercise like this," he says.

Evaluators from Army Readiness Groups assist Optimal Focus units to exercise their unit mobilization plans and help unit commanders sharpen their edge for a call no one hopes will ever come.

"The evaluators are helping, more than evaluating," said Paske, "and they're working with us to correct deficiencies or upgrade the weak parts of our plan.

"Our notification came a week ago," he says. "During the five days leading up to the start of the exercise, we put our alert roster into effect, audited our personnel, health, dental and pay records to see what types of things we might be short of and notified the soldiers in time to bring those things in.

"We were able to look beyond this exercise and accomplish some issues, such as who would handle our peacetime subordinate units once we depart home station and get guidance on that," Paske says. "This exercise is being conducted more at the unit level."

Lees is actively involved in the unit effort. "I haven't been to basic or AIT yet, so I can't really do too much," he says. "But I did help them with the requests for maintenance, doing some of the very basic paperwork."

Lees says his high school friends couldn't believe what he was doing when they learned his weekend plans.

"They were surprised that I was called in for this exercise because most of them didn't expect me to be involved with anything here yet," he says. "They're really surprised that I've been doing so much here since my first drill."

Paske says the selection of the 387th is business as usual for the unit, and being tapped for something like this is always anticipated.

"Our mission is to be in business at our mobilization site as fast as we can," he said. "We have to be. We run a continental U.S. replacement center, providing soldiers for units in a war effort."

At exercise end, the unit breathed a collective sigh of relief. "There's no doubt we can do the job," says CSM Ed Thompson. "If the call comes to respond, we have to move out fast and be on the ground, in business, in a few days." Thompson, a U.S. Treasury employee in Wichita, Kans., keeps his affairs in order for short-notice calls to action, exercise or actual.

"It would take me a day to close out my files at work and leave," he says, "but I'd be there fast. We have to get to our mobilization station and in operation to process and provide soldiers to forward units."

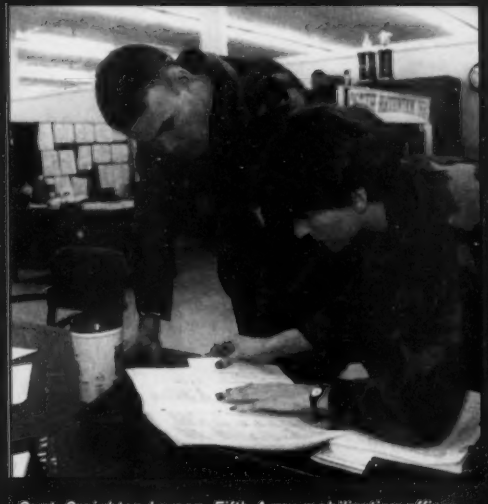
The final report on Optimal Focus won't be out for some time to come. But in the minds of Paske, Walker, Thompson and Lees, the 387th's small part of it is a success.

The others are old hands and confident, but Lees sees things from the eyes of the newcomer.

"I think it's been going pretty well," he says. "For me it looks kind of unorganized and jumbled up a bit because I don't understand all of what's going on yet. I am only learning, and the guys are helping me out."

Army officials say that soldiers participating in Optimal Focus '94 gain "considerable insight into the challenges faced during mobilization, and gain confidence and morale as they accomplish their mission."

That may be, but for the 387th, it's a display of unit pride and citizen-soldier spirit that validates the mobilization process. ★



Capt. Creighton Larson, Fifth Army mobilization officer, helps Capt. Maura Linick, 387th operations and training officer check the unit's mobilization plans.

HOW DO I GET PROMOTED?

There's no magic involved. Just hard work and common sense. Six soldiers share their advice.

Story by Margaret McBride

The time to begin thinking about promotion is the first day you arrive at your unit, and above all, soldiers must take responsibility for the success of their own careers.

Promotions for the first three ranks are based on length of service and performance, and are not affected by the availability of slots. Commanders can advance you at their discretion.

For promotions to sergeant and higher, the system becomes more complicated, and soldiers need to work with their senior NCOs to master the promotion system. First line supervisors need to know the requirements, and need to keep their soldiers informed. Soldiers should be encouraged to fill out their own promotion packets as an exercise to understand the system,and NCOs should talk to their troops about promotions and review their packets.

"The soldier needs to know what goes into the promotion packet, and needs to understand the point system," said SSgt. Robert Hoekstra, Eau Claire, Wis. "Whether you're a specialist or a first sergeant, you need to meet those basic eligibility requirements, including education, weight, PT, and weapons qualification."

Ultimately, the individual soldier is responsibile for making sure his or her promotion packet at grades E-5 or E-6 reflects their accomplishments. To be qualified, you must meet the skill requirements for your MOS through approved Army Reserve training and/or civilian-acquired skills. You must also serve the required time in grade; meet necessary physical fitness standards; be recommended by your immediate commander and be referred to the selection boards. Keeping track of your own accomplishments is crucial.

"The 201 file…the personnel file…it's the soldier's career," said Sgt. Alvin Fisch, St. Paul, Minn. "You have to make sure that everything that should be in there, is in there. You're going to need it when you make up your promotion point packet."

Promotion points are earned for duty performance, awards and decorations, military education, civilian education, and for levels of accomplishments during military training. Make sure your supervisor includes every earned point on DA form 3355-1-R, which is the promotion point worksheet.

"When I counsel soldiers, I tell them what they need to do to bring up their points," said Sgt. Caprice Knight, Fort Totten, N.Y. "Do better on your PT test, do better on your weapons qualification, work on correspondence courses or take college classes."

A commander will consider all eligible specialists and sergeants for promotion, but recommends only the best. Those soldiers review and sign their promotion point worksheet, and their packet is forwarded to the board.

I'M AS GOOD AS THE NEXT GUY, HOW COME THESE OLD STRIPES ARE STILL GLUED TO MY SHOULDERS??

Once you make it to a junior promotions list, you can be removed for various reasons such as declining a promotion that is offered within your 50-mile or 90-minute geographic area.

As you move up, promotions packets for E-7s and above are reviewed by the first sergeant and company commander before they go to the board, and here the boards are very competitive.

"Senior boards are very subjective, and usually the most profitable schools cost the most and are the hardest to get into," said SFC Jimmy Lockhart, Nashville, Tenn. "So you're left wondering what should I do? What I try to do every year is to do something--like complete a correspondence course--to have it on your record. As a gauge I use the promotion qualification statement. It's not so much the course that was taken, it's that something was done."

The Army Reserve is downsizing, and that means there are fewer opportunities for promotion. By necessity, that means that senior promotions are becoming more competitive. If you want to be competitive, you have to do more. Required military education is spelled out in the regulations, but there is no upper limit for civilian education. It's simply a matter of how motivated you are and how competitive you want to be. Use your Montgomery GI Bill benefits, and never turn down a chance for a school.

Some MOSs offer a better chance for advancement. "I had to change my MOS if I wanted to make staff sergeant," said SSgt. Kay Kuratomi, Greenville, N.C., "so that's what I did."

New units may offer greater opportunities. "Once you make sergeant and decide you're going to make it a career, then you don't want to 'veg' in a unit," said SFC David Ballard, Bartonville, Ill. "You may have to go out of the 50-mile zone to get promoted. You have to say, 'Hey, I want to go up, I want to be promoted. Now, how do I do that?' So you look for available slots in other units."

Ultimately, the Army Reserve aims to reward you for your good performance, and together, you and your unit leader can increase your chances for promotion. But there are some simple points to remember.

One, you are your own best career manager. Two, keep track of everything you've done; all the schools you've gone to, and make sure you keep copies of everything you've ever been given. Three, don't rely on somebody else to plot your career course. You've got to be your own career counselor sometimes. ★

REQUIREMENTS FOR PROMOTION CONSIDERATION

Promotion To:	Time in Grade	Time in Service	H.S. Diploma Required	NCOES Requirements	Unit Vacancy Required	CO's OK Required
Private E-2	None	4 - 6 months	No	None	No	Yes
Private First Class E-3	2 - 4 months	6 - 12 months	No	None	No	Yes
Corporal/ Specialist E-4	3 - 6 months	12 - 24 months	No	None	No	Yes
Sergeant E-5	6 - 12 months	18 - 36 months	Yes	PLDC	No	Yes
Staff Sergeant E-6	8 -15 months	48 - 84 months	Yes	BNCOC	No	Yes
Sergeant First Class E-7	21 months	9 - 11 years	Yes	ANCOC	Yes	No
Master Sergeant E-8	24 months	11 - 15 years	Yes	ANCOC	Yes	No
Sergeant Major E-9	28 months	13 - 18 years	Yes	SMA after selection	Yes	No

Improve your chances for promotion

Listen to a new 12-minute audio tape titled "Focus: Enlisted Promotions," which was distributed to all Army Reserve units in June 1994. Hear 12 Army Reservists discuss how they got ahead (or helped others get ahead) and the procedures and requirements of the Army Reserve promotion system for enlisted soldiers.

Army Reserve units can order the audiotape, RPI 479, through the RPI system. Mail a requisition card with your RPI account number to Hqs, USAREC, Attn: RCAPA, Building 6579, Room 108, Fort Knox, KY 401210-2726.

Illustration by Maj. Steve Lambert

Pile driving drug b

Soldiers and sailors build a fence to channel drug traffickers into the hands o

By Sgt. Dodie Kibler

Moonlight strolls along the beaches in southern California aren't uncommon; unfortunately neither is drug trafficking at Border Field State Park near San Diego.

To curtail the drug trade, the Border Patrol needed a barrier that would extend from the beach nearly 580 feet into the water.

"Fences channel narcotics traffickers to other areas where we can intercept them," explained Bill Pink, border patrol agent. "We really needed help."

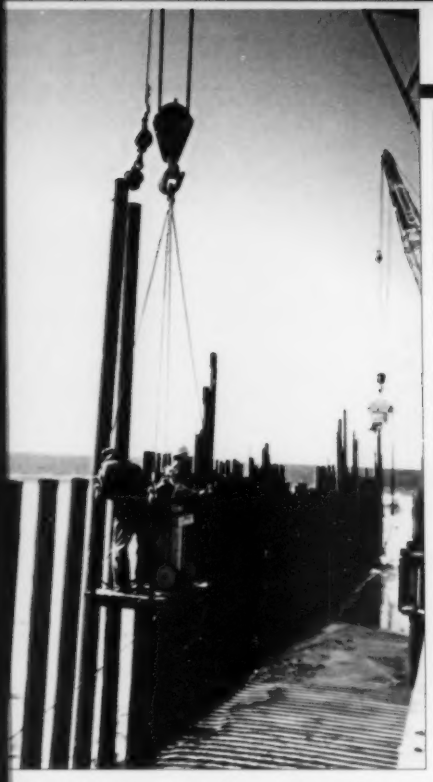
Through Operation Alliance, a law enforcement clearing house for requesting military help, the Border Patrol put in a request for help in building a fence from metal piles the size of telephone poles.

The 497th Engineer Company, an active Army unit in Fort Eustis, Va., signed on, but had to figure out how to transport their cranes and pile driving equipment to California. They came up with a plan to use equipment from the USAR's 319th Transportation Brigade, Oakland, Calif.

The brigade's 801st Engineer Company (Port Construction) provided two 40-ton cranes and additional equipment, as well as soldiers to work with the 497th. The units coordinated with the U.S. Fish and Wildlife Service to time the mission for the end of the tern nesting season, and the 481st Transportation Co. (Heavy Boat) moved the equipment to the beach park.

"On a typical day, we started work at 7 a.m. and went to 10 or 10:30 p.m.," said SFC Leland Ferreira, an advisor from the 801st.

First, they removed 150 feet of deteriorating steel fence from the beach. Then, Navy SeaBees built temporary piers into the water line.



Left, the U.S. Army's "Missionary Ridge" maneuvers close to the Navy's "Fort Fisher" to prepare for a ship-to-ship transfer of equipment. Above, a welder from the 801st Engineer Co. cuts the piles to a uniform height. Right, crew members from both ships begin the equipment transfer.

usters

he Border Patrol.

"We decided that operating a crane from the pier was more effective than driving piles from a floating barge in the surf zone," said 1st Lt. Albert Quaye, 497th project officer. "The surf is very high in the area."

Using a diesel pile hammer and a vibratory pile hammer, the Army crews began driving the piles on a hill adjacent to the beach. Twelve ten-inch piles were driven at ten-foot intervals toward the water line; another 26 were driven at five-foot intervals.

Then they ran into their first obstacle – four 20 foot-long concrete barriers with five feet of steel I-beams extending out the top. The two-ton barriers were 10 feet beneath the sand, and had been placed on top of the sand by the Border Patrol about a year ago in an attempt to block access across the border. Shifting sand and erosion buried them below the water table.

"We had to stop work each time to extract them," said Quaye. "It took a total of four days of work to remove the barriers."

While the work continued on the beach, other crews began driving six-inch piles 20 feet into the sand, at six-inch intervals in a straight line, and into the breaking surf.

To keep the fence following a straight line, the soldiers devised a long steel jig with graduated marks on the top and bottom. One side was placed over the driven piles, while the other side was loaded and driven to the desired depth.

During the 60-day operation, the soldiers received hands-on training on crane operation. "Everyone had the basics on how to operate a crane," explained Sgt. Frederick Jones of the 801st. "But you have to get the feel of the crane – how much gas to give it, how fast to turn it or how fast not to turn it."

Getting the feel of maneuvering the jig, for example, came with practice. The operators cut their maneuvering time from an hour and a half to fifteen minutes.

After driving 356 six-inch piles, they were filled with seven feet of concrete, steel caps were welded on the top, and a steel bar was welded across the piles to connect them and add stability to the structure.

Pink and the Border Patrol were pleased with the result. The fence brought about changes in the amount of illegal activity around Border Field State Park, where the open beach had been easy thoroughfare and a major route from Mexico into the U.S.

Two years ago they made 202,000 arrests. In 1993 the Border Patrol made 192,000 arrests, down five percent since the start of the fence construction.

"The fence has also allowed us to be more efficient in narcotics intervention," said Pink. In 1990, the Border Patrol confiscated 6,000 pounds of marijuana and 184 pounds of cocaine. In 1993, they snagged 56,230 pounds of marijuana and 1,267 pounds of cocaine.

"We've obviously changed the smugglers' patterns," said Pink. ★

MISSION TO GUATEMALA

A medical exercise builds trust and helps allay a certain suspicion of "Norte Americanos."

by Capt. Ed Griffin

Life in Alta Verapaz is simple. Wrinkled, leathery hands hold hoes and machetes used to tend crops in green, hilly fields. Mothers tote babies in hand-woven blankets slung across backs. Bowls of corn and beans or large casks of water are easily balanced on the heads of women who walk briskly from one chore to the next.

In Guatemala, outsiders are regarded with suspicion and wariness. The farmers, ranchers, and artisans of small Mayan villages in this region seldom see visitors.

In May, talk in the village of Chajanab turned from farming and child-rearing to the occasional sightings of large twin-rotor helicopters and convoys of strange green vehicles which carried fair skinned people in military uniform

The U. S. Army Reserve's 399th Combat Support Hospital of Taunton, Mass. arrived to conduct a Medical Readiness Training Exercise. For several days, the 399th's doctors, nurses, medics, and technicians provided medical, dental and veterinary care to an estimated 4,500 villagers. For many folks in the Alta Verapaz region, the MEDRETE will mark the only time in their lives they will see a doctor.

Weeks prior to the 399th's arrival, civil affairs troops and Guatemalan officials visited communities targeted for the MEDRETE to inform residents of upcoming events. Any misgivings held by the people of Chajanab quickly gave way to eager anticipation. Much-needed medical care had arrived.

"At first, we didn't know what to expect. We didn't know what to think. The North Americans have been very nice. Now we are glad they are here and hope they can come again," said Pedro Can Ic, a Chajanab resident. "The doctors are very knowledgeable. Everyone here has been seen and nobody has been left out."

The 399th deployed to Guatemala for two weeks as part of Fuertes Caminos '94, a six-month humanitarian and civic assistance exercise which began in January and concluded in July. The exercise, dubbed Task Force Dirigo, is composed of Army Reserve and National Guard units from eight Northeast states.

The task force will build six schools, one medical clinic, seven drinking-water wells,

Sgt. Gail Clotar and Dr. Lorena Velasquez inspect dental equipment before examining patients at the treatment site in Chajanab, Alta Verapaz, Guatemala.

and improve over 17 kilometers of roadway. Three MEDRETEs are being conducted by units of the 804th Medical Brigade, 94th ARCOM, based at Hanscom Air Force Base, Mass.

Determining patient needs proved to be a constant challenge. Spanish-speaking soldiers chatted with Guatemalans who spoke Kekchi, a guttural indigenous dialect spoken almost exclusively in Chajanab. Simple conversations took place in tiny committees around the treatment area.

People lined a dirt road leading to the village. They smiled and waved to arriving convoys, and later patiently stood or sat in line for hours while awaiting treatment. A group of schoolchildren arrived to play their recorders for doctors and nurses in an impromptu recital.

Patients were received at an admitting station, and their ailments and symptoms were jotted down on sick slips. They were then directed to general medical, dental, or optometry stations.

U.S. troops were assisted by medical professionals from the Guatemalan Ministry of Health and senior nursing students from the national medical school. Veterinarians working for the Guatemalan Ministry of Agriculture assisted at the veterinary site.

The town's board of governing elders ambled about carrying supplies, handing out water, and answering questions. Like all municipal officials, the committee members took obvious delight in the bustle of community activity.

"When we heard the North Americans were coming, we were very happy. There is

Villagers line up at the admitting station at the MEDRETE site in Chajanab. The town was one of four visited by the 399th Combat Support Hospital, Taunton, Mass. during a May deployment.

a desperate lack of medicine here. It is our greatest need," said Eusebio Eligio Tzub Cuc, mayor of Chajanab. "All of the children had the day off from school. To have doctors here is an absolute joy."

"The North Americans are here out of the goodness of their hearts. We know they are all volunteers. With great sacrifice they leave their families and comforts of home to come to our land," said Guatemalan Army Col. Byron Mejra. "We hope that in return for bringing US good health they will be able to take with them our friendship."

Patients were not bashful when it came to explaining their illnesses and ailments. Most complained of muscle and skeletal stress associated with difficult farming work. They also complained of digestive problems brought on by poor sanitation and the presence of parasites in food and water supplies. All patients were given anti-parasitic medication.

During the first day, 536 patients were treated, and on the following day the tally hit 654. An average of 80 teeth were extracted every day. The high number of people with tooth decay and toothaches made for brisk business at the dentist's chair.

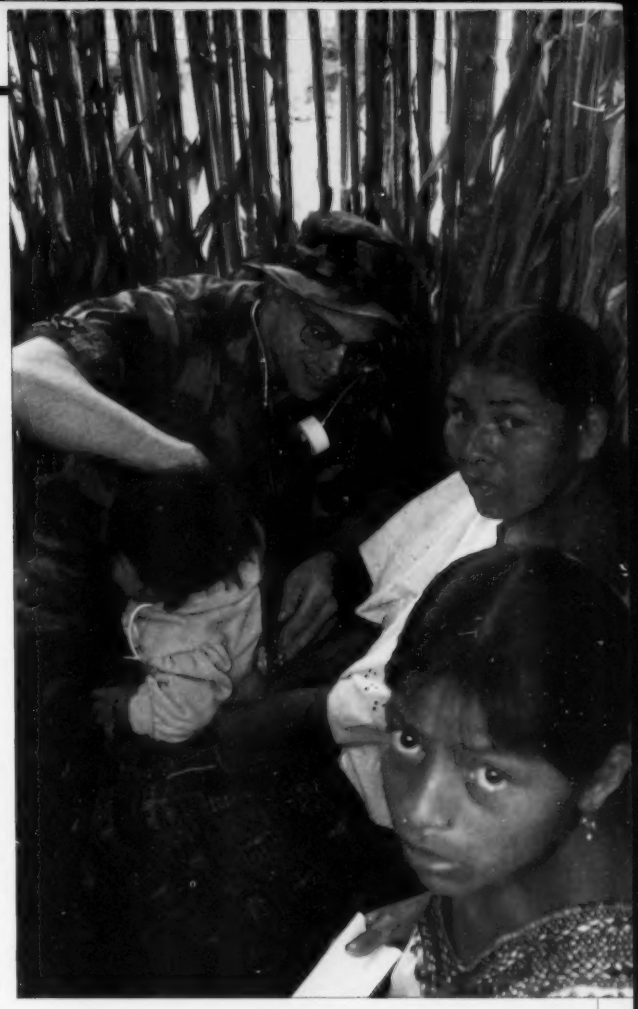
"The people need as much help as they can get," said Iris Hernandez, a senior nursing student at Escuela Nacional de Enfermeria. "They don't have access to hospitals or other civil services. So far, they think the service here has been excellent and they think very highly of the North Americans."

Down the road from the medical treatment area, the 399th veterinary team joined up with members of the Guatemalan Ministry of Agriculture to tend to village livestock. Farmers came down from the fields tugging on ropes holding uncooperative cows. Others deftly swatted at hind quarters with wooden switches to guide the cattle into a holding area.

The vets inoculated cows and pigs against parasites and sprayed the animals with insecticide. Cows lowed and pigs squealed in disagreement as farmers and vets pushed, pulled, and shoved the animals into position for their shots.

"There is no way the farmers could afford something like this. It's just too expensive," said Lucas Clemente Reyna, a Guatemalan veterinary assistant. "The farmers in the area really benefit from this."

The 399th's commander, Maj. Oscar DePriest said community enthusiasm for the medical service proved to be a catalyst for high unit morale.



1st Lt. Louis Provost, a nurse with the 399th, checks a baby's heartbeat as mother and sister wait their turn for a check-up.

"I can guarantee there isn't one soldier here who won't go home and try to talk a friend into coming down here to do an exercise like this," DePriest said. "The real benefit is in the training value. There is no way you can get an experience like this in the United States. You work in an austere environment — no electricity, no telephone. This really teaches them to think on their feet."

Troops agreed that the big payoff for the deployment came from the opportunity to improve the lives of some needy people. The long hours and hard work were all worthwhile they said. The villagers agreed.

One happy farmer smiled broadly and blinked as he walked from the eye doctor's office sporting a new pair of glasses. "Before, I could only see one person," he said with a grin. "Now I see many people." ★

REFORGER goes

By MSgt. Paul Turk

All these years you've kept your TA-50 cleaned and packed, your duffle at the ready, your safe deposit box, papers and family care plan all in order, and at last, here's the call. Deploy to Germany in 48 hours, ready to go, ready to reinforce Europe and to help move the rest of the reinforcements and the goods it will take to fight the war.

But when you arrive, you're suspicious. You travel in civvies on a Delta scheduled flight. The weapon they issue you turns out to be a 386 computer terminal instead of an M-16. And the "ammunition" is a set of floppy disks.

Welcome to the new modern, smaller-is-better, budget-cutting Army, where the emphasis is on more bytes for the buck; where computer simulation is ever more the way of doing training.

For some time now, the military has been moving to greater and greater emphasis on simulation for training, well beyond the familiar flight simulators developed and refined over the past half-century. Simulators are used to train mechanics, ship operators, armored vehicle crews, nuclear systems operators as well as aircrew members. Systems can be as complex as a domed fighter simulator, or as simple as the Weaponeer marksmanship trainer.

The mantra is that simulation is less costly, saves wear and tear on ships, planes, tanks and rifles; accomplishes training for more people more quickly; and that potentially dangerous situations can be introduced for training without endangering vehicle or crew. But is also has tended to be simulation for individuals, crews or other small groups, and there still comes a day when you've got to get into the aircraft, pilot the ship, drive the tank and fire the rifle, even if it's still just practicing.

It's gone far enough now that the Army is installing largescale electronic scoring ranges for armored exercises, adapting the technology used for years to track air combat maneuvering on ranges around the world.

Now, simulation is coming to large-scale, theater-level exercises, replacing ships, planes, weapons and people with entries in a data base, to let those who will manage war learn to do it without breaking the budget.

Those who cannot cope with the computer will find their career prospects limited accordingly. Officers now WILL do computer. It's no good saying, "This looks a lot like typing and that's done by 71 Limas, not officers. We're management." Wrong, ace. Get ready.

It is already happening to one of the biggest of them all, the annual U.S. Return of Forces to Germany (REFORGER) exercise. REFORGER has been repeated annually for almost three decades. For all those years it was massive, costly and intense; fired in the belief it might one day be necessary to move a mighty force to Europe to counter the military power of the Soviet Union and the Warsaw Pact. Hence, a sample mighty force was assembled and shipped every year.

The mission has changed somewhat, given political changes and the emergence of different threats, but the concept is still there – the idea that under certain circumstances it will be necessary to move large numbers of people, equipment and supplies across the Atlantic to fight; or to fill the gaps left by European-based troops headed to duty elsewhere, as during Desert Storm.

The cost of that practice year after year, with whole infantry and/or armored divisions, artillery, aviation, supply, transportation, civil affairs and countless other sorts of units moving across the ocean over the period of a few weeks, was staggering. Ships and aircraft were chartered, Military Airlift Command shuttled its C-141s and C-5s back and forth across the Atlantic. Tanks, artillery and aircraft were shipped, as were trucks and other support vehicles. Prepositioned equipment in Europe was cranked up and issued for the exercise. Ports and roads were clogged, fields were torn up and countless military lawyers earned their keep settling damage claims for months afterwards.

There would have to be a different way. Not necessarily better, but different. Better would be good, of course.

By the time of REFORGER '93, the Soviet-based European threat had become a memory for most; the U.S. military faced reductions in force; and financial resources for massive deployments of troops and equipment to Europe had largely evaporated.

The training value remained, however. Reserve forces of the Army and Air Force charged with moving, receiving, processing and supplying combat troops in an overseas deployment still needed to practice, needed to reinforce their training and to hone their

"digital"

Welcome to the new modern, smaller-is-better, budget-cutting Army, where the emphasis is on more bytes for the buck; and computer simulation is ever more the way of training.

abilities to do the job with part-time soldiers and airmen. Lessons learned in logistics management during Desert Storm needed to be studied and practiced anew.

Now, when REFORGER is launched, the physical character of the exercise has changed, even if the concept remains the same. Gone are the crowded ports; the mothballed helicopters and tracked vehicles dangling from overhead cranes in Rotterdam harbor. Gone are the fumes of the exhaust from thousands of tanks, tracks, trucks and other vehicles as they pull out of the prepositioned equipment sites in the Netherlands and elsewhere. And gone are the long trails of military and civil transports disgorging thousands of U.S.-based troops into Europe's bases and onto its roads and fields.

Instead, for REFORGER'94 logistics units launched cells of players across the Atlantic in April and May to run a computer-generated exercise using electronic versions of real U.S. and allied units. By itself, this is not new — but it does represent a change for such large-scale exercises. A major U.S. player is the 310th Theater Army Area Command, a senior logistics headquarters charged with movement, care and supply of U.S. forces deployed to Europe in event of a mobilization. The 310th TAACOM, based at Fort Belvoir, Va., mirrors and works with the active Army's 21st TAACOM in Kaiserslautern, Germany, which has similar responsibilities for Europe.

Once in place at Kaiserslautern and other sites, the 310th hooked up with the Battlefield Simulation Center there to start the process. Ideally, in a simulation setting, there are a set of rules and "givens" about the situation at the start of the exercise. The political and military situation is described, assets are distributed, and the exercise plan calls for moving a certain number of people and a mixture of equipment and supplies from the U.S. to Europe.

Just as in other command post exercises, "controllers" (in this case, the simulator and its managers) introduce complications as they would happen in the "real" world. Refugees clogging the roads; enemy action against airports and sabotage to ports. Ships delayed or lost at sea. Heavy rains and floods. Protesters. Plane crashes. Sudden political changes, all the things that would complicate the otherwise "simple" movement of people and equipment over the ocean and into the field in a "normal" situation, without muss, fuss or bother. The players have to react, to assess new information from the simulator and the command and control system, then make decisions, which set off other reactions in the simulation computer, creating other changes, forcing more decisions.

REFORGER includes a large-scale exercise of the STACCS-E (Standard Theater Army Command and Control System–Europe) software, used to track units, materiel and transportation based on the demands of the simulation center.

The system, which is a real-world command-and-control program, is in place across Europe, will be placed in Korea soon, and available Army-wide by 1994-1995.

Simulation, senior officers agreed, is an appropriate way to do business; but that a "real" exercise has to be run every now and then just to make sure the system works — and that the simulator model still reflects something like the real world.

"It's a question of money, said Lt. Col. James Gulick, officer responsible for day-to-day management of the TAACOM's logistics operations center at Kaiserslautern. "There's no substitute for the movement of troops. But here, we're trying to exercise the computer command and control system to simulate what might happen. We've flushed out a lot of bugs and it has a lot of potential. If we can get the bugs out, it will work great, but it can only work as well as the information we give it. We've got to demand what we want as users."

Gulick believes that after REFORGER '94, a computer and simulation exercise, "we should do a real REFORGER. There's no substitute. You have to have movement of troops and transport. As a training tool, simulation does its job. But you have to go to the field every three or four years."

Col. Gerry Greene, commander of the 300th Area Support Group, a 310th major

ENVIRONMENTAL NEWS

Army GREEN

The Army's "Pollution Prevention Award" was presented to the Maj. Arne Erickson, 124th U.S. Army Reserve Command, Fort Lawton, Wash. for his commitment to minimizing hazardous wastes.

Fluids, fuels, greases, and oils that go into running Army vehicles and equipment are often hazardous to the environment, even in the smallest amounts. Just four to six quarts of oil in a stream, for instance, can pollute 12 million gallons of water and has a lasting effect on the environment.

To meet defense and environmental needs, the Army is consolidating different grades and types of fuels and lubricants into multifunctional, multiseasonal products.

• The Army eliminated gasoline use and now uses a single fuel, JP-8, for use in all ground vehicles and aircraft. The kerosene-based fuel combines the low-temperature properties required for aircraft, while remaining compatible with diesel engines.

• Plans are being developed to cut the Army's five grades of motor oil to three, developing a longer-lasting motor oil that can withstand a wider range of temperature differences.

• Three grades of hydraulic fluid are being reduced to one. Stored in cans, unused portions of hydraulic fluid must be thrown away because their chemical properties otherwise break down. With one grade, more fluid will be used and less will be wasted.

The potential legal consequence of failing to comply with environmental law at a military installation was put in the spotlight in 1989 by the criminal conviction of three civilians employed by the U.S. Army at Aberdeen Proving Ground, Md. The three had mismanaged hazardous wastes at the proving ground and were in violation of the Resource Conservation and Recovery Act (RCRA).

The following are examples of proposed EPA fines and penalties for Army installations in the last 18 months:

• EPA Region 3: $2 million for late filing of groundwater monitoring plans, and for failure to keep the community informed of environmental cleanup efforts at the post.

• EPA Region 6: $1.3 million for failure to maintain shipping manifests for hazardous materials, storing waste without a permit and operating two hazardous treatment units without a permit. $693,000 for open burning and open detonation of munitions from 1980 to 1987 without a permit.

The state of Indiana assesed a fine of $22,000 under RCRA against an Army installation for not taking measures to determine if a few pounds of shop rags should be managed as hazardous waste.

subordinate command based at Fort Lee, Va., agreed. "We didn't have to experiment with real troops and trucks, but we do have to do it for real occasionally. There's nothing like the real thing."

Greene is not a believer in the absolute reliability of the computer for simulation and for command and control functions. "I believe my people should know the possible answers without depending on the computer alone. They have to know how to go back to the pencil if the system goes down," which it does occasionally.

"When it worked, it worked well. When it didn't, we went back to doing it the old Army way. It was slower, but it worked. Simulation is a good way to do business. I believe you can learn several things. And you learn to deal with frustration when the system doesn't work." ★

IN REVIEW

Bataan-Our Last Ditch, by John W. Whitman. Hippocrene, 1990. 745p. $29.95. (703) 313-9530. A meticulously researched, vivid and compelling book about the battle for Bataan, America's first engagement in World War II.

Sarajevo: A Portrait of the Siege, produced by Matthew Nauthons. Warner Books, 1994. 128p. 87 illus. $29.95. (212) 522-7974. A moving book of photographs and words by a group of international print and photojournalists documenting the bloody crisis in Sarajevo.

Paratrooper, by T. Michael Booth and Duncan Spencer. Simon & Schuster, 1994. 493p. $27.50. (212) 698-7541. The first full biography of Gen. James M. Gavin—the youngest Maj. Gen. since Custer—who led the 82nd Airborne Div. in World War II and "wrote the book" on airborne warfare.

Global Engagement: Cooperation and Security in the 21st Century, Janne E. Nolan, ed. Brookings Inst. 1994. 623p. $19.95pb. (202) 797-6258. An assessment of the growing role for cooperative security: managing the 'Cool War.'

D-Day, by Stephen E. Ambrose. Simon & Schuster, 1994. 650p. $30.00. (212) 698-7541. The definitive book about the most significant day of the 20th Century, covered from the earliest assaults to the final push into France.

The D-Day Atlas, by John Man. Facts On File, 1994. 143p. $15.95pb. (212) 683-2244. A comprehensive atlas with over 70 photos and 60 full-color maps combining topography and troop movements.

Inside the Battle of the Bulge, by Roscoe C. Blunt, Jr. Praeger. 1994. 216p. $21.95. (800) 225-5800. An infantryman's personal story from a front line foxhole with the 84th "Railsplitter" Division.

D-Day Normandy: The Story and Photographs, by Goldstein, Dillon & Wenger. Brassey's, 1994. 192p. $30.00. A striking, commemorative volume containing hundreds of German, American and Allied photographs.

Archaeology, History and Custer's Last Battle, by Richard Fox, Jr. Univ. of Oklahoma. 1993, 400p. $29.95. A reexamination of the battle of Little Big Horn supported by archaeological evidence and previously ignored Indian testimony.

The Devil's Anvil, by James Hallas. Praeger Trade, 1994. 320p. $27.50. The story of the assault on Peleliu, a fight that was supposed to take two days and instead took two months.

Clash of Wings, by Walter J. Boyne. Simon & Schuster, 1994. 408p. $25.00. (212) 698-7535. A comprehensive survey of air power during WWII.

D-Day to Berlin, by Terence Wise. Sterling, 1993. 96p. $12.95pb. (212) 532-7160. Nearly 300 photographs and illustrations revealing the camouflage techniques of the major powers in WWII.

Churchill's Deception, by Louis C. Kilzer. Simon & Schuster, 1994. 220p. $23.00. A rereading of diplomatic history that argues that Hitler's miscalculated attack on the Soviet Union was the outcome of Churchill's stunning strategy.

Monty, by Nigel Hamilton. Random House, 1994. 650p. $30.00. A biography of Field Marshal Bernard Montgomery.

Shopping Smart!

Buying locally and "off-the-shelf" is a sensible solution to the logistical support problems created by base closures.

By Bill Peoples

The Army Reserve will soon be shopping smart—"buying" from sources that offer the best value in terms of cost and delivery of services.

The "Shop Smart Initiative" gives ARCOMs the responsibility and resources to select the most economic and efficient providers of services.

Currently, Army Reserve units receive logistics, contracting, audiovisual, and training area support from designated support installations. Those installations also provide such services as direct and general maintenance, and self service supplies.

The Shop Smart Initiative, now being tested by the 125th Army Reserve Command, Nashville, Tenn., will allow Reserve units to use one installation's services, or to find other providers of those same services.

Army Reserve units receive their base support from active duty installations. As the Army downsizes and closes installations, base support responsibilities are shifting to other installations. This increases the distance, travel, and time it takes to obtain supplies, equipment, and services, and decreases time for mission and training activities.

"Army Reserve units in Southern California now receive their support from Fort Lewis, Wash., a distance of 1300 miles. This places a tremendous burden on these units," said John Gallegos, logistics management division chief at the U.S. Army Reserve Command in Atlanta.

Instead of traveling to an installation, a Reserve unit may purchase supplies, support, and services locally from the private sector. This gives a unit greater access to supplies and services and shortens the time it takes to get resources to soldiers.

Shop Smart is a new way of doing business that should result in higher unit and individual readiness for the Army Reserve. After the test, the initiative will be phased in over the next few years, much like the BASOPS program was tested and phased in, according to Gallegos.

During fiscal year 1994, the 125th ARCOM and other on-post and off-post customers will examine all the support services Fort Campbell, Ky. provides and measure several factors. They will look at the cost of each service and determine who can best provide each service, including the actual cost, overhead cost, and the cost of delivery. The buyer chooses the best installation, government agency, or private business to obtain each service, according to John Taylor, resource management officer at the 125th ARCOM.

According to Gallegos, in fiscal year 1995, the 125th ARCOM will be able to Shop Smart on a limited basis using guidelines developed during fiscal year 1994. The Shop Smart initiative will be fully implemented in the 125th ARCOM in fiscal year 1996 and will begin to be phased in at other selected commands during that year. Full implementation would occur in the fiscal year 1997-1998 time period.

As the Army downsizes and reshapes itself, it is looking for ways to be more efficient and lower the cost of support and resources. As installations are closed, there is need for a new system of support services for the Army Reserve. By implementing new business practices, the Army Reserve will be able to obtain its support services faster, lower the cost of these services, provide better service to its soldiers, and contribute to higher unit readiness. By finding the best support services for its units, the Army Reserve will be in a better position to continue providing the best combat support and combat service support in world. The Army Reserve will be able to better support itself, America's Army and the nation by "shopping smart." ★

Listen up!

The Congress has provided the Army Reserve with $100 million of Dedicated Procurement Program (DPP) funding to buy much needed readiness equipment in fiscal year 1994, including 38 heavy equipment transporter systems; 60 22-ton all-terrain cranes; 220 flood light towers; money for 500 2 1/2 ton truck and 60 D7F bulldozer enhancements; a 150-ton asphalt mixing plant; a 120-ton floating crane; two pusher boats; 1,000 SINCGARS; 38 HEMTTs; and 60 heavy dump trucks.

Soldiers enlisting in the Army National Guard will lose their Selective Reserve Incentive Program benefits if the National Guard Bureau has their way. On April 8, 1994 they announced that the Guard "will not be able to enlist Army Reserve soldiers who desire to transfer to the National Guard with bonus contracts unless they are willing to forfeit bonus entitlements." Soldiers transitioning from Army Reserve troop program units must enlist in the Guard if a position is offered, or they face loss of transition benefits. Those who do enlist in the Guard will now suffer the loss of SRIP benefits. Those Army Reserve soldiers who refuse Guard membership when offered and opt for Individual Ready Reserve membership face loss of SRIP and any transition benefits. The Chief, Army Reserve has asked for a legal review of the National Guard Bureau's change in policy, stating that it is contrary to DoD guidance and Public Law 102-484.

ARPERCEN Adopts a School

Soldiers from the Army Reserve Personnel Center in St. Louis take time to serve as role models for area young people.

By Staff Sgt. Dorothy Young

Twenty-six boys from Hempstead Elementary School visited the U.S. Army Reserve Personnel Center (ARPERCEN) recently to spend time with their mentors – the Army "Tigers" – who fashioned their nicename after the elementary school's Hempstead "Tigers."

About 30 military and civilian employees from ARPERCEN have been meeting with the inner-city kids since December as part of the Army's Adopt-A-School program.

"When I heard the principal say that the kids thought only black athletes and drug dealers were successful, I had to show them that ordinary people are successful too," said Maj. Milton Vickers, an officer personnel manager. "I grew up in Florida in a single-parent family, so I understand how important it is for these kids to have positive male role models," he said.

"When I heard the principal say kids thought that only black athletes and drug dealers were successful, I had to show them that ordinary people are successful too."

The boys, ages 6-12, met Col. John W. Frost, ARPERCEN commander, and asked questions about his background, military service and education.

After watching the movie "Buffalo Soldiers," and touring the computer room and the mail room, the boys ate lunch in the cafeteria with their mentors.

Each child visited their mentor's work site and worked on computers and other office equipment. Six-year-old Kenneth Goodson played on a keyboard with his mentor, Lt. Col. W. Clyde Graham, chief of the combat arms division.

"He told me his older brother was teaching him how to play, so I thought he would enjoy practicing while he was here. He's very shy, but he seemed to enjoy himself," said Graham.

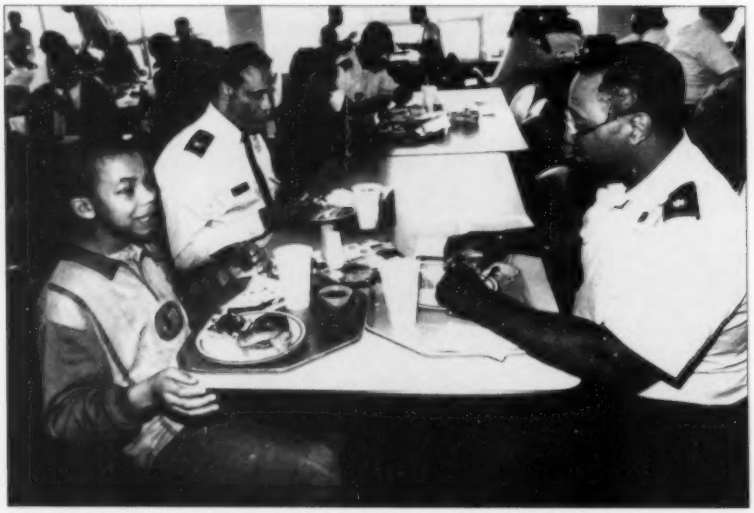
"The mentors spend time with the boys every other week for at least an hour. We hope that the one-on-one meetings will help promote self-esteem and positive self-development for these kids," said Sheila Oldham, program coordinator.

"We plan to expand the program to include tutor/role models who will work with the boys individually or in small groups to work on specific subjects in their curriculum.

"The enrichment component of the program will include field trips and resource development," Oldham said. "This may include learning center activities, computer awareness, essay contests, for example. Really, the possibilities for this program are endless."

According to Vickers, there are plans to expand the program to include girls and to continue meeting with the boys during the summer.

"Officially the program ends at the end of the school year, but the summer is a key time when kids get into trouble. We plan on talking to the kids at home and communicating with their parents as often as possible. We want these kids to continue on a positive road at home and at school, throughout the year." ★



Corey Harris, age 11, has lunch with Col. Otis Elam and Maj. Milton Vickers during his visit to ARPERCEN. Sharing time between them, Corey has both Elam and Vickers as mentors.

Reservists train Filipino army

When General Douglas MacArthur called the Philippine Army into federal service in September 1941, he faced a critical shortage of leaders. There were not enough American regular officers to train ten new divisions, and there were so few trained native officers that Filipino third lieutenants commanded battalions.

An American reserve officer inspects Filipino soldiers of the 2nd Battalion, 72nd Infantry. Behind them is a nipa-grass barracks.

After MacArthur asked the War Department for help, nearly 500 reserve officers headed for the Philippines. Most sailed on one of several luxury liners, and everyone remembered the trip as the most impressive of their lives. Once in the islands, they were assigned as instructors to newly-mobilized Philippine Army units.

Some reservists went to locations so removed from civilization that absolutely no amenities existed. They dined on bats, drank pig blood at feasts, and wrestled foul-smelling mountain goats. Others joined well-established Philippine Scout units where their duties differed little from a typical post in the States. Here, life was grand, the food was amazingly good, and the Americans felt like rich colonial planters. Yet there was work, and the officers assumed responsibilities beyond anything they had experienced.

Young American reserve engineer officers bought construction material for new cantonments, often purchasing, receipting for, and expending materials worth half a million dollars. They organized division engineer battalions and trained the men on construction and demolition.

Reserve field artillery officers found themselves instructing brand new battalions filled with Filipino officers and men who had never before even seen an artillery piece. Training plans did not exist, ranges did not exist, nor did anyone have field or technical manuals.

Infantry instructors charged up and down hills with their new companies trying to get across tactical lessons on cover and concealment, fields of fire, and fire and maneuver. Instruction in sanitation, military courtesy, and riflery filled the days.

Actually, the term "instructor" was a misnomer. The Americans were responsible for each unit's success or failure, even though there was an actual Filipino commander present. If the Filipino officer was about to make a serious mistake, the American was to step in and correct the problem, using his leadership qualities and great tact.

The newly-arrived Americans found a language problem that had to be experienced to be believed. Filipino officers could not talk to their sergeants, sergeants could not talk to corporals, and corporals could not talk to their men. An American lieutenant complained that he had five dialects in just one company. It often required many sessions with different interpreters to address a single regiment. Attention, forward march, and chow were the only words familiar to all.

Jumping into their new jobs, the reserve officers executed training that consisted of demonstration, application, and supervision. The Filipinos were eager to learn. All it took was a reasonable amount of rice, a small portion of fish or meat, and fair treatment.

The American reservists learned new rules when working with their troops. You could holler "Hey" all day with no results, but just say "Sssssst," and dozens of people would look at you. Americans found Filipino physical endurance well below their own. A poor diet left many of the men under-muscled, undersized, and without endurance.

In under three months, the American officers somehow patched together something that looked like an army. Unfortunately, the Japanese were not impressed. When they invaded the Philippines on December 22, they brushed aside the new divisions and marched for Manila.

MacArthur withdrew his men to Bataan, and here the Philippine Army suddenly coalesced. The Filipinos fought long and hard. Led by their American instructors, they held the enemy off until starvation and disease cut through the ranks. Only then did the Americans surrender.

Without the American reserve officers, the army could not have been formed, deployed, and led into battle. The sacrifice of these officers delayed the Japanese march of conquest and laid the foundation for MacArthur's triumphant return to the Philippines. ★

By Lt.Col. John W. Whitman, a military historian and author of "Bataan–Our Last Ditch."

Members of H Company, 72nd Infantry, wearing the blue denim work uniform, train on a .30-caliber machine gun.

MAILCALL

Good riddance, old friends.

I PAID PARTICULAR ATTENTION to the list of inactivated units in the Spring issue, for one of those tiny Judge Advocate General (JAG) detachments was mine. Did many of your readers notice how many of the inactivated units were JAG Court-Martial detachments, either Trial (Prosecution), Defense or Military Judge?

The JAG organization of the Army Reserve was based on the unfortunate experience of the Vietnam era, when it was predicted that mobilization and deployment of reserve forces would entail a substantial increase in criminal activity. Military justice units were placed in the Reserve organization to handle the expected surge of trials by court-martial.

It is a measure of the quality of today's soldiers that Desert Shield/Desert Storm gave lie to the prediction of a military justice crisis. Soldiers – active and reserve – behaved with professionalism and discipline. The few military justice cases that arose were easily handled within the existing organization, and this despite the expanded jurisdiction of UCMJ authority over drilling reservists in effect since 1984.

While some of the inactivations of JAG Detachments were in fact reorganizations, with some smaller units created to replace those inactivated, the fact remains that the need for criminal prosecutions in the Army is at an all-time low. So say "farewell, old friends" to court-martial detachments, but shed no tears for the declining court-martial rates that made them obsolete.

Lt.Col. Charles S. Bloodworth
Clarksville, Tenn.

Caring cadre of top NCOs.

IN REPLY TO SGT. WALLACE'S letter "Low rank for high calling," [Spring 1994] I want to affirm that our staff does appreciate the role of the chaplain assistant.

Most of the difficulty is systemic. The 71M is a low-density MOS, with approximately 709 authorized positions. This coupled with the geographic dispersion of Army Reserve units and the current drawdown, makes a career progression in this one MOS very difficult.

I do want to assure Sgt. Wallace and all other Army Reserve chaplain assistants that there is a caring cadre of senior NCOs in America's Army and in the Chaplaincy Branch who are working hard to enhance the careers of chaplain assistants and of all soldiers.

Sgt. Maj. Rhudy L. Naylor
Chief, Unit Ministry Team
Atlanta, Ga.

Are LPNs less committed?

YOUR SUMMARY OF THE LATEST Army Reserve survey [Spring 1994] was very interesting. However I think Licensed Practical Nurses deserve an explanation as to why they are considered "less committed" than doctors and Registered Nurses.

My personal experiences during Operation Desert Shield/Storm, serving with the 300th Field Hospital in Saudi Arabia, indicated to me that LPNs are just as committed as doctors and nurses. However considering the fact that it was the LPNs who had to pull 24-hour perimeter guard duty, and not the doctors and nurses, I can see why some might say they were "less satisfied."

SFC Mary Ann Kloberg, LPN
Valley Stream, N.Y.

The statement came from the answers given by over 300 Licensed Practical Nurses (91Cs) surveyed in the 1993 USAR Troop Program Unit Survey. Compared to other medical and nonmedical respondents, the 91Cs answered that they were less likely to stay in the Army Reserve until retirement (56% vs. 71% vs. 62%) and more likely to leave upon completion of their current obligation (20% vs. 9% vs. 14%).

The comment was not intended to challenge the dedication of those 91Cs serving in the Army Reserve. Its intent was to show that for whatever reason, 91Cs as a subpopulation of the survey stated that they were less likely to serve beyond their current obligation.

A special focused survey is being sent to 91Cs, both in the IRR and TPUs to help understand some of the problems of recruiting and retaining soldiers in this MOS. The 91C MOS is the "#1" critical MOS shortage in the Army Reserve. Hopefully by attempting to understand the problems associated with service as a 91C, the Army Reserve can implement policies and programs to attract and retain soldiers with this military skill.

Good year or bad year?

I SERVED TWO YEARS, 11 MONTHS and 19 days of a three-year active duty tour. (I received an 11-day early release from overseas.) I am currently a TPU member nearing retirement, and in trying to get the mess of my retirement points straight I was informed that my early release, which was at the convenience of the military, made my last year of active duty ineligible for retirement. ARPERCEN told me "That is just the way it is, and there is nothing you can do about it."

I just have a hard time comparing 354 active duty days that are non-qualifying to 50 points for reserve qualification. Can you give me any help, or a reference for this situation?

SFC Charles E. Armstrong
Holts Summit, Mo.

Well it didn't make much sense to me either, and I found out the first answer you got from ARPERCEN was wrong.

If you plan to retire from the Army Reserve after 20 years, you need only serve those additional 11 days, but if you plan to remain active, you'll have to wait 11 months and 19 days for your 20-year-

letter. Here's what the Chief of the Retirement Points section (a wonderfully helpful lady) wrote me:

"AR 140-185 states that the retirement year beginning date will be established from the date of transfer to a Reserve component upon release from active duty in a Regular component. Active duty service in a Regular component is not computed the same as time spent in a Reserve component, so you cannot be given credit for that full third year.

"Upon completion of 19 years, 11 months and 19 days of qualifying service, SFC Armstrong has two options:

a. if he plans to remain active beyond his 20th year, he will not be eligible for the 20-year-letter until completion of 20 years, 11 months, and 19 days of qualifying service, since the letter cannot be issued prior to completion of the retirement year that establishes the soldier's eligibility.

b. if he plans to retire or request discharge upon completion of 20-00-00 years of qualifying service, then he need only to qualify an additional 11 days of service. He must be relieved from an active status immediately after completing the 11 day period in which he must earn a minimum of two retirement points."

She strongly cautions you to be very careful when doing this, and emphasizes that it requires very close coordination with all "involved players" so that the soldier does not get shortchanged.

I'd believe her.

Mobilization ribbon.

IN THE MAILCALL SECTION OF your Spring 1993 magazine, you made mention of the establishment of a bronze "M" device for reserve component medals. You also mentioned in "Update" a possible mobilization ribbon to replace the bronze "M".

I have checked with several Army Reserve units and they have heard nothing as yet. Could you give us an update as to what the current situation regarding these items are?

CSM Lewis A. Crownover
Princeton, N.C.

The "M" device is still approved, however since it applies to all services and all mobilized reservists, the Department of Defense must decide what ribbon to put it on. They haven't done that yet, so stay tuned.

Where's the transition benefit for IMAs?

I AM AN IMA RESERVIST WHOSE position was cut as a result of the military downsizing. Having read your article on transition benefits [Fall 1993], I went through my chain of command, who put me in contact with the Transition Assistance Management Program at ARPERCEN. They told me that while the program does indeed apply to IMAs, we were an "afterthought" and no one has determined who will administer the program for us. Can you believe that?

Who knows how many more months thousands of IMAs will be in limbo? Our military status is up in the air, yet we can't voluntarily retire or else we lose whatever transition benefits that are supposed to be available to us. Is there anything you can do to penetrate the "red tape" to ensure we "afterthoughts" are not permanently forgotten?

Lt.Col. Kenneth Trela
Albany, N.Y.

A little over a month ago, the Deputy Chief, Army Reserve signed off on an implementation plan to ensure that IMA soldiers receive the transition benefits to which they're entitled. The benefits mirror those benefits available for Troop Program Unit members. Now they're working out the details on questions about who's eligible, how to notify them, and other related issues.

By the time you read this, a decision may have been finalized, so check with your PMO.

Waiting for retirement orders.

WHY DOES IT TAKE SO LONG TO receive orders to transfer to the Retired Reserve? I retired from the Army Reserve on July 20, 1993 with almost 22 years of service. I'm still waiting for orders so I can have my Retired ID card made so I can use the PX.

I'm sure there are other retired members out there with the same problem. Can you help?

Sgt. Richard Lawson
Bronx, N.Y.

We gave ARPERCEN a call and you should have your orders by now. Until recently, "normal" processing and preparation of transfer orders to the retired reserve took anywhere from 6 to 15 weeks. However "changing priorities and reduced resources" have caused significantly longer delays.

They're working to speed up the process, and in the future ARPERCEN hopes to reduce the processing time to 45 days.

Want an insurance policy?

HOW DO I GET A COPY OF THE policy declaration for my SGLI life insurance? I'd like to know the specifics, and I'd also like to place the policy with my other important documents. If anything should happen to me, my spouse will have all the necessary papers available to her in one location.

SSgt. Daniel K. Sheldon
Nokesville, Va.

Good idea! There is no "policy declaration" as such, but contact your local VA office and ask for a copy of pamphlet SGLV 78-1, "Questions and Answers on SGLI." Keep that with your "members copy" of SGLV Form 8286, which you used to sign up for SGLI.

We want to hear from you. Write ARMY RESERVE Magazine, Attn: Mailcall, 1815 North Fort Myer Drive, Suite 203, Arlington, VA 22209-1805. We can't print every letter, but we'll try to present a cross-section of views, opinions and questions of general interest. Your letter may be edited to save space.

Army Shorts

RECRUITERS HONORED

Seven soldiers were honored by Secretary of the Army Togo D. West Jr., April 25, for their recruiting, retention and transition skills. Among them were U.S. Army Reserve Recruiter of the Year – Sgt. David W. Ralston, Syracuse Recruiting Battalion, 1st Recruiting Brigade; U.S. Army Reserve Retention NCO of the Year – SSgt. Lee Ann McCall, 81st U.S. Army Reserve Command, and Reserve Component Transition NCO of the Year, SFC Laura M. Bullock, Co. A, U.S.Army Support Command, Hawaii.

The awards program recognizes the Army's most outstanding Recruiting and Retention NCOs. The selection of nominees is based on on individual recruiting, retention and transitions records for the past fiscal year.

The soldiers received plaques and certificates of achievement at a Pentagon ceremony.

SOLDIERS MEDAL PRESENTED TO DRILL SERGEANTS

Two Army Reserve drill sergeants received the Soldiers Medal, the Army's highest peacetime award for heroism for rescuing three soldiers from a wrecked vehicle following an auto accident near Fort Benning, Ga. last year.

The soldiers, 1st Sgt. Dennis Law of Norfolk, Va. and SSgt. Lester Smith, Jr. of Portsmouth, Va., are assigned to the 80th Division's 4th Brigade.

In the dark, Law crawled into an overturned car, unbuckled two of the victims and dragged them out. Fearing fire and explosion, Smith carried them to safety. To rescue the third soldier pinned in the back of the car, Smith lifted up the side of the vehicle while Law crawled inside and pulled him free.

Law and Smith were cited for "their demonstrated selfless courage in the rescue of three soldiers by disregarding the life threatening situation."

VA PUBLISHES 1994 BENEFITS HANDBOOK

The 1994 edition of the VA's "Federal Benefits for Veterans and Dependents" is available from the U.S. Government Printing Office.

The handbook describes federal benefits such as medical care, education, disability compensation, pension, life insurance, home loan guaranty, vocational rehabilitation and burial benefits. It also explains requirements for eligibility and outlines claims procedures.

Listed in the book are addresses and telephone numbers of all VA offices, medical centers, national cemeteries, veterans counseling centers and other VA facilities.

Request GPO stock number 051-000-00202-4 from the Superintendent of Documents, P.O. Box 371954, Pittsburgh, PA 15220-7954, and enclose a check for $2.50 per copy or provide your VISA or Mastercard number and expiration date.

ARMY LOOKS FOR A FEW OLYMPIC ATHLETES

Headquarters, Department of the Army is training a limited number of "world class" athlete soldiers for the 1996 Olympics.

Army Reservists of "world class" status who are interested in applying for the training program should call OCAR Current Training Branch at (703) 696-6209.

POCKLINGTON RETIRES

Brig.Gen. Dorothy B. Pocklington, the first woman in the Army Reserve to be promoted to general officer rank retired on March 25, 1994 after 30 years of service, mostly as an Army Nurse.

At retirement, she was awarded the Distinquished Service Medal.

Pocklington was a Fellow in the American Academy of Nursing and authored four books. She lives with her husband in Ellicott City, Md.

USAR STRENGTH

IRR - 449,624

Selected Reserve
AGR - 12,414
IMA - 11,822
TPU - 229,878

Total: 703,738

As of 1 Jul 94

"It's okay, Joe. I'm a noncombatant."

WILLIE & JOE

Bill Mauldin achieved international fame as the youngest person ever to win a Pulitzer Prize with his famous World War II editorial cartoons. Though Willie and Joe were soldiers, service members of all branches could see themselves in their cartoons. Now 50 years after Mauldin brought Willie and Joe to the pages of the Stars and Stripes newspaper, they speak again to a new generation.

Army Shorts

MEMORIAL CERTIFICATE

A Presidential Memorial Certificate expresses the country's grateful recognition of an individual's service in the armed forces and bears the signature of the President of the United States. These certificates are available to the soldier's next of kin and other family and friends. For eligibility, a soldier or veteran had to be serving on active military duty at the time of death.

Applications can be picked up at any Department of Veterans Affairs regional office. To the find the office nearest you, call the national VA toll-free telephone (800) 827-1000.

SUMMARY OF RESERVE COMPONENT END STRENGTH

The following table is a summary of the number of personnel positions funded by Congress. The second figure reflects the total number of force structure positions required to support established units and individuals.

	FY 1989	FY 1993	FY 1994	FY 1999 (projected)
U.S. Army Reserve	320,600	279,600	260,000	208,000
Required		266,400	237,500	208,000
Army National Guard	457,300	422,700	410,000	367,000
Required		425,300	420,500	405,000
Naval Reserve	152,600	133,700	113,400	98,000
Required		150,500	136,100	98,000
Marine Corps Reserve	43,600	42,300	42,200	42,000
Required		43,000	42,800	42,000
Air National Guard	115,200	119,300	117,700	116,000
Required		122,200	120,000	116,000
Air Force Reserve	83,600	82,300	81,500	80,900
Required		88,500	87,700	87,100

MANY RESERVISTS AVOID PHYSICAL FITNESS TESTS

According to auditors from the Government Accounting Office, "extremely lax" oversight allowed over one-third of Army Reservists to avoid taking the Army Physical Fitness Test in 1992. Pentagon officials said they are taking steps to correct the problem.

BARATZ CONFIRMED AS CHIEF, ARMY RESERVE

The U. S. Senate confirmed the appointment of Maj. Gen. Max Baratz as the Chief, Army Reserve on May 24, 1994.

A native of Aurora, Ill., Baratz serves in three positions: Chief, Army Reserve,Washington, D.C.; Commander of the U.S. Army Reserve Command, Atlanta, Ga., and Deputy Commanding General of U.S. Army Forces Command at Fort McPherson, Ga. His office is located at the Pentagon.

Baratz is the seventh Army Reserve general to hold the position since December, 1967, when it was established by law in its current form. Similar positions have existed on the Army staff since 1927. His principal responsibility as CAR is to advise the Army Chief of Staff on matters pertaining to the Army Reserve, a task which includes managing the Army Reserve budget and appropriations. Baratz has served as Acting Chief since February, 1994.

His new assignment also makes him commander of the U.S. Army Reserve Command. He is the third Army Reserve general to head the command since it was founded in 1991.

FREQUENT FLYER UPGRADES ARE OUT

Government-earned frequent flyer benefits may no longer be used for first-class upgrades on official travel, except under very limited circumstances.

In the past, using benefits for personal travel was prohibited, but upgrades were allowed.

SMOKING BANNED FROM MILITARY WORKPLACE

From now on it's "DON'T smoke 'em if you got 'em!" Smoking indoors in the military workplace went out the window on April 8.

A new policy on controlling smoking, announced by the Department of Defense, supersedes the "designated smoking area" policy that health officials have concluded falls short of protecting nonsmokers from the hazards of secondhand smoke.

Under the beefed-up ban, smoking will continue to be allowed only outdoors and inside military barracks, family housing, prison quarters, clubs, recreational areas and restaurants.

According to DoD environmental officials, the new policy has three objectives: to provide a safe and healthy workplace; to promote force readiness; and to take the lead in creating a smoke-free workplace.

The new policy permits reasonably accessible designated outdoor smoking areas and special programs to help smokers quit.

WORLD WAR II VETERANS HONORED AT NORMANDY

The U.S. Army Reserve held a commemoration ceremony at the Utah Beach Monument, Normandy, France, on June 5, 1994, to honor Reserve soldiers who served in World War II and in particular those who served in Europe.

The ceremony was hosted by the 90th Army Reserve Command, San Antonio, Texas and included performances by the Army Reserve's 451st Army Band from Fort Snelling, Minn.

The ceremony was attended by thousands of spectators, French and American soldiers, senior Army officials, and dignitaries.

Special tribute was paid to 90th Division veterans who landed at Normandy during the D-Day invasion. The 90th ARCOM was chosen to host the ceremony because of its tie to the 90th Division.

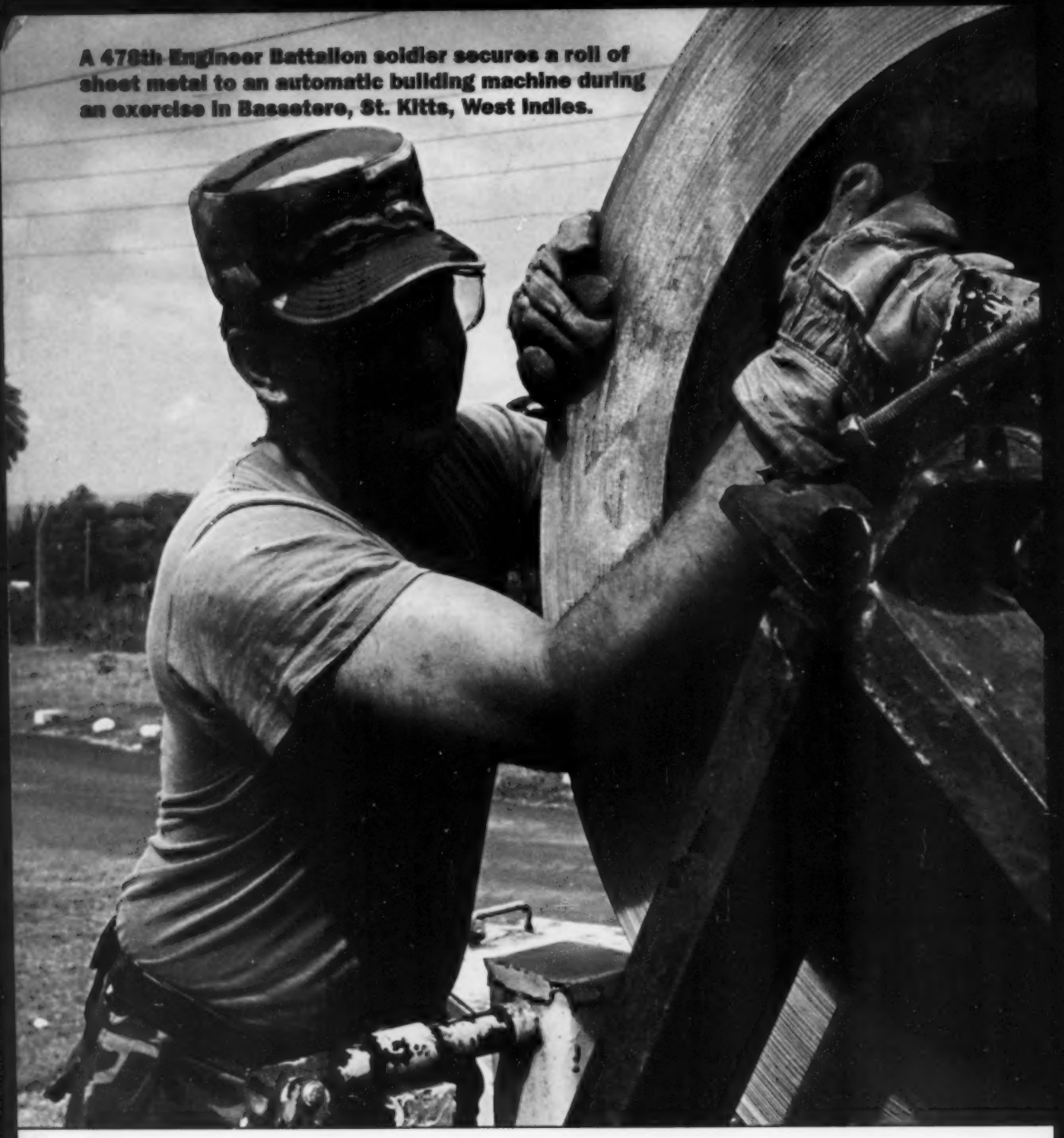
SMALL ARMS THEFTS NOT WIDESPREAD IN ARMY RESERVE

Despite recent reports by the Government Accounting Office of widespread theft of small arms and small arms parts in the military, inspectors found no blatant security violations in the U.S. Army Reserve.

Inspections of 67 facilities having small arms repair missions have been conducted by physical security inspectors. Of those inspected, 57 facilities had adequate ratings and 45 facilities had no deficiencies at all. No violations were discovered in the areas of control, accountability and physical security of small arms parts.

Most violations occurred at the unit level and were associated with improperly documenting key and lock control, improperly conducting and documenting sensitive item inventories; improper storage of arms, ammunition and explosives; and failure to meet security construction requirements.

Corrective measures are being taken, and the U.S. Army Reserve Command's Provost Marshal is continuing to conduct staff assistance and inspection visits throughout the command.



A 478th Engineer Battalion soldier secures a roll of sheet metal to an automatic building machine during an exercise in Basseterre, St. Kitts, West Indies.

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